



Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

Optimize Information to Reduce Risk

Transform the agency's approach to assessing and managing system safety performance through enhanced access to data and analytics, inform risk-based decision making, improve existing safety metrics, and increase system safety awareness.

Initiative: Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk

Utilize Predictive Data Analytics to Proactively Identify and Take Action to Reduce Emerging Safety Risk.

Activity: Enhance the knowledge, skills and abilities of the workforce to enable greater utilization of data and analytics.

Establish a foundational basis of critical data and analytics concepts and diversify knowledge and skills to accommodate specialists and subject matter experts that can leverage data and predictive analytics to support business outcomes.

Target: Expand Data Dexterity (Literacy) Program

Expand Data Dexterity (Literacy) program to further define data and analytics personas (roles and responsibilities) for employees to support future training and development.

Target: Enhance Data and Analytic Skills

Identify skill requirements for various data and analytics personas, catalog existing training and create training roadmaps to fill the gaps.

Target: Enable Skills Utilization

Streamline the process to provide technology resources to employees to enable utilization of skills learned post-training.

Initiative: Security Governance

Ensure that security strategies align with business objectives, adhere to policies and internal controls, and are consistent with applicable laws and regulations.

Activity: Policy, Training & Customer Liaison

Develop and update FAA IT Security policies and interpret policy and other regulatory requirements related to cybersecurity. Assist with developing standard operating procedures and policy, oversee annual Security and Privacy Awareness Training, Information Security System (ISS) key personnel role-based training, and other information security and privacy training as needed.

Target: FAA Order 1370.121B Tier 1

Obtain the Administrator's signature on the Tier 1 FAA Cybersecurity and Privacy Policy Order 1370.121B.

Target: FAA Order 1370.121B Tiers 2 and 3

Obtain signature from the FAA Chief Information Officer (CIO), FAA Chief Information Security Officer (CISO), and concurrence from Cybersecurity Steering Committee (CSC) members on the subordinate Tier 2 and Tier 3 FAA Cybersecurity and Privacy Policy Documents.

Initiative: Security Compliance

Monitor and track vulnerabilities within the FAA's Federal Information Security Management Act (FISMA) reportable systems, monitor and track Plan of Action & Milestones (POA&Ms), manage vulnerability mitigation and remediation, and coordinate the scheduling and remediation of vulnerabilities for all FISMA reportable systems.

Activity: Vulnerability Management Processes

Manage vulnerability mitigation and remediation as identified by the FAA's Data Loss Prevention (DLP) service security assessments, vulnerability scans and incident events, and all Department of Homeland Security (DHS) Cyber Hygiene scanning vulnerabilities.

Target: Remediate 90% of Critical and High Vulnerabilities

To comply with Department of Homeland Security (DHS) Binding Operational Directive (BOD) 19-02, remediate 90% of critical and high vulnerabilities detected on internet accessible systems or complete the required remediation plan with the concurrence of the Cybersecurity Steering Committee (CSC).

People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

Initiative: EEO/Diversity and Inclusion Action Committee (EAC)

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTD) by improving the Reasonable Accommodation interactive process.

Target: AFN - Reasonable Accommodations

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

Activity: Ensure a Diverse and Inclusive Workforce - Mediation

Managers engage in the mediation/facilitation process when requested.

Target: AFN - Mediation

Ensure that 75% of managers engage in mediation when requested by employees.

Initiative: Increasing Equity in Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Outreach

The aviation industry is facing not only a critical workforce shortage, but also an extensive lack of diversity among most aerospace professions. Through the STEM AVSED program, the FAA must place a concerted focus on ensuring equitable outreach to ensure all students have access to learn about pipelines to aerospace and aviation careers. This also supports the Executive Order on Advancing Racial Equity and Supporting Underserved Communities through the Federal Government, as well as the Department of Transportation's Equity Task Force.

Activity: Develop Methods and Events to Expose College Students and School-Aged Children to STEM/AVSED Activities

Develop methods to ensure that all students, including those in underrepresented and/or underserved populations, have access to events and learning activities aimed at introducing them to aerospace concepts and career pathways.

Target: Create Cross-Functional STEM/AVSED Committee T1

Create a cross-functional committee to collaborate and work on STEM/AVSED activities.

Target: Report Accomplishments to the Office of Policy, International Affairs, and Environmental (APL) T2

Document STEM/AVSED accomplishments in the FAA database.

Target: Provide AFN Senior Leadership Quarterly STEM/AVSED Reports T3

Provide a quarterly STEM/AVSED activity status report to senior leadership.

Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Target: AFN - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

Transform Agency to Meet Evolving Workforce

Transform agency workforce policies to proactively and collectively address/manage the realities and expectations of the future. Create flexible workspace and tools that reflect diverse workstyles/organizational needs to best serve the agency and workforce.

Initiative: Security Governance

Section 549 of the FAA Reauthorization Act mandates the Federal Aviation Administration (FAA) Administrator enter into an agreement with the National Academy of Sciences (NAS) to conduct a study on the cybersecurity workforce for the FAA.

Activity: Policy, Training & Customer Liaison

Conduct a study on the cybersecurity workforce of the Administration to develop recommendations to increase the size, quality, and diversity of such workforce, including cybersecurity researchers and specialists. Within 180 days of the completion of the study, submit a Report to Congress summarizing the results of the study.

Target: National Academy of Sciences Engagement

In accordance with Sec 549 of the FAA Reauthorization Act of 2018, a Report to Congress shall be completed and submitted to the Department of Transportation (DOT), Office of the Secretary (OST) for clearance.

Initiative: Human Capital

In support of the AFN organizational excellence commitment to attract and retain the right talent, the AFN Enterprise Operations (AFN-100) will focus on analysis to determine its Human Capital needs.

Activity: Executive Recruitment RPA Process

Design and deploy RPA BOT for the Executive Recruitment personnel process.

Target: Register the Executive Recruitment BOT T1

Submit and register the RPA process design document (PDD) with the Office of Information and Technology (AIT) for the Executive Recruitment personnel process.

Target: Build the Executive Recruitment BOT T2

Interview stakeholders, document the feedback, and develop the automated process to build the Executive Recruitment RPA BOT.

Target: Test and Deploy the Executive Recruitment BOT T3

Conduct user acceptance testing to verify functionality and usability before deploying to stakeholders.

Target: Socialize the Executive Recruitment BOT T4

Socialize the final product to senior leadership. The RPA Team will explain the impact and the benefits of the Executive Recruitment BOT.

Initiative: AFN Enterprise Standardization

Lead efforts to set up an enterprise standardization program by collaborating with all of the functional areas to review administrative processes for process improvement and to decide standardization feasibility across AFN.

Activity: AFN Enterprise Standardization Activity

The AFN-120 Branch will lead the activities associated with standardizing administrative processes on behalf of the Office of Enterprise Operations.

Target: Prioritization List of Processes T1

Lead a workgroup to review and create a list of undocumented administrative processes for standardization and update outdated administrative SOPs. Develop a priority list of undocumented administrative processes and outdated SOPs to provide to AFN-3 for concurrence.

Target: Submit Three Documents for Approval T2

Route and submit at least three administrative documents for final approval.

Initiative: Program Improvement & Workforce Planning

Provide a high-quality and sustainable AFN New Employee Program that welcomes, engages, inspires, and brings new employees together across the functional areas.

Activity: AFN Connect Program

Continue to provide a high-quality and sustainable AFN Connect Program that welcomes, engages, inspires, and brings new employees together across the functional areas.

Target: AFN Connect Program Sessions T1

Provide no less than three AFN Connect Program sessions.

Target: AFN Connect Program Review T2

Conduct an end-of-the-year review of the FY2021 program content, and make the necessary updates/changes. Brief the updates and changes to senior leadership.

Target: AFN Connect Program (ACP) Monitoring T3

Develop and execute a plan to add an AFN Connect Program Facilitator to lead discussions in breakout sessions.

Initiative: FAA Academy Delivery Effectiveness

Focus resources to improve delivery through people-centric activities and process improvements.

Activity: Instructor Credentialing

Create an Instructor Credentialing Program with progression from a newly hired instructor to a master instructor. This program will support FAA Academy recruitment, development, and retention of the highest quality instructors.

Target: Credentialing Program T1

Publish newly defined pathways for 'Apprentice', 'Journeyman', and 'Master Instructor' for instructors in AMA-400 division.

Initiative: Standardize Monetary Awards Process

Create a workgroup that will determine the best standardized processes across AFN.

Activity: Conduct a Review of Each Functional Area (FA) Monetary Awards Process

Review each functional area process, and determine what portions of each functional area program will add value to the standardized AFN-wide process.

Target: Create Workgroup T1

Collaborate with functional areas to create a cross-organizational workgroup to standardize the AFN Monetary and Time-Off Awards Process.

Target: Identify Standardized Process T2

Lead cross-functional workgroup to draft a SOP for the AFN Monetary and Time-Off Awards, and submit for AFN clearance.

Target: Brief Senior Leadership on the Newly Developed Awards Process T3

Brief and gain approval for new AFN Monetary and Time-Off Awards process to AFN-3.

Target: Transfer Awards Process to RPA Team T4

Transfer to initiate the RPA discovery phase with the approved AFN Monetary and Time-Off Awards process to the RPA team.

Develop an FAA Employee Lifecycle Management Approach

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

Initiative: Property Workforce Training & Certification

Enhance the skills, knowledge, and certification of property practitioners.

Activity: Maintain Certification of Project Management Workforce in the Project Management Division

Maintain certification of Project Managers in the Project Management Division

Target: FAC/PPM Level 1 Certification T1

50% of the combined staff of APM-310 and APM-320 as of October 1, 2021 will attain FAC/PPM Level certification.

Target: FAC/PPM Level II certification T2

10% of the combined staff of APM-310 and APM-320 as of October 1, 2021 will attain FAC/PPM Level II certification.

Initiative: Recruitment

AAQ will explore innovative ways to recruit, retain, and on-board new Contracting Officers.

Activity: Restructuring the recruitment and hiring process.

"Enrich the FAA Talent Pool by Restructuring the Recruitment and Hiring Processes", ACQ will increase outreach for Contracting Officer, and Acquisition and Business Recruitment to Historically Black Colleges and Universities and students with disabilities.

Target: HBCU recruiting

Attend three recruiting events at a HBCU or consortiums targeting HBCU attendance by 7/2022

Target: Intern recruitment

Sponsor one MS/Intern cohort.

Target: Recruitment staff increase

Increase staff/restructure staff to focus upon recruitment needs.

Target: Recruitment of people with disabilities

Participate on the Workforce Recruitment Program for people with disabilities for federal positions. Acquire specialized training, obtain school of assignment, conduct interviews, and recommend hires as appropriate.

Target: Virtual recruitment

Virtual Recruitment. "Explore potential use of social media websites for gathering algorithms and statistics to hire Contracting Officers".

Initiative: Workplace of the Future

Identify Government Best Practices in Office Workplace Renovations for the 21st Century.

Activity: Workplace of the Future Activity

Recognize best practices in design and implementation of Agency administrative office space.

Target: Workplace of the Future Target 1

Hold discussions with at least three other Government agencies that have modernized their administrative workspaces to accommodate hybrid workforces and active substantial telework activities.

Target: Workplace of the Future Target 2

Implement Best Practices into renovation plans for FOB10A.

Initiative: Small Business Opportunities

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Activity: Contracting with Small Businesses

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

Target: Agency's small business efforts. T1

Ensure at least 25% of the Agency's total direct procurement dollars are awarded to small businesses.

Activity: Contracting with Small Disadvantaged Business (SDB)

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

Target: Agency's Small Disadvantaged Business goals (SDB). T2

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

Initiative: Strengthen the FAA's Supplier Base Through Improved Competition.

Enhance, sustain, and improve the FAA's competition and one-bid rates.

Activity: One-bid rates for FY21

Validate the accuracy of the competition and one-bid rates for FY21 and ensure any needed corrections are captured in PRISM and FPDS.

Target: FY21 Single Source Justifications

Review and categorize a sampling of FY21 single source justifications and identify common factors and sources.

Target: Initiate Training and Outreach

Initiate training and outreach for contracting officers, program offices, and agency executives to improve the competition and one-bid rates.

Initiative: Strong Acquisition Workforce

Ensure FAA has the staffing and skill mix to successfully manage NextGen and other major acquisitions by implementing training, developing and certifying personnel in key acquisition professions.

Activity: Train and Certify FAA's Acquisition Workforce

Attain and maintain certification requirements of program managers (PMs) and contracting officers.

Target: 90% of Program Managers are certified T1

Attain and maintain certification requirements: 90% of program managers (PMs) on Office of Management and Budget (OMB) major acquisition programs attain/maintain certification requirements for their positions.

Target: 90% of Contracting Specialists are certified T2

At least 90% of contracting specialists are certified.

Target: Certification of Real Estate Contracting Officer/Specialist (RECO/S) T3

At least 90% of Real Estate Contracting Officer/Specialist (RECO/S) are certified.

Global Leadership

Advance global aviation safety, operational excellence and innovation by leading and collaborating with aviation authorities globally

Global Aviation Safety and Security Enhancements

Improve global aviation safety and security through targeted assistance and collaboration, partnerships on aviation system safety oversight, streamlining regulatory environments, and promoting higher levels of global airspace and cyber security.

Initiative: Cybersecurity in the Aviation Ecosystem

The FAA will develop strong relationships with external commercial and Government partners to enable a more informed threat and defense capability, and leverage information and defense actions needed to protect FAA systems and networks.

Activity: Cybersecurity in the Aviation Ecosystem

Collaborate with external Aviation Cyber Initiative (ACI) partners in the Department of Defense (DoD) and the Department of Homeland Security (DHS) to develop unified messaging and communication across the Government, along with external Aviation Ecosystem stakeholders, including Aircraft Manufacturers, Airlines, Airports, and others, on cybersecurity vulnerability identification and risk reduction for aviation.

Target: Aviation Ecosystem Study

Engage with FAA's Lines of Business and the Aviation Cyber Initiative (ACI) Community of Interest (COI) to develop an international cybersecurity engagement strategy to address information sharing in the Aviation Ecosystem. Deliver this strategy to the FAA Cybersecurity Steering Committee (CSC).

Target: Aviation Cyber Initiative (ACI) Summit Plan

Develop a plan to conduct an Aviation Cyber Initiative (ACI) Summit that brings together the ACI Community of Interest (COI) and others, in order to disseminate cybersecurity best practices and lessons learned. Deliver the plan to the FAA Cybersecurity Steering Committee (CSC).

Global Training and Outreach

Develop and modernize the FAA International Training program to improve the effectiveness of our technical assistance and consistently meet the needs of our international stakeholders.

Initiative: Enhance Aviation Professional Skills and Competencies Internationally - Academy Support

The FAA Academy provides critical safety related training to international entities to support the safety of air travel across the Globe, enhance aviation skills and competencies and build partnerships with international entities.

Activity: Airport/Aerodrome Inspection Course

The International Aviation community lacks training in how to design and implement an effective Aerodrome/Airport Inspection Program. In support of the Global Leadership Goal, the FAA Academy is collaborating with the Office of International Affairs and the Office of Airports to develop a new FAA delivered instructor-led course for International Aerodrome/Airport Inspection Personnel. The FAA Academy will work with subject matter experts from the Office of Airports to ensure the curriculum aligns with appropriate FAA and ICAO regulations and best practices. This new course will bridge the International training gap and provide techniques and best practices from the FAA to the International Aviation community. This in turn will improve the safety of aviation worldwide as well as accomplish the FAA's goal of becoming Global Leaders in aviation safety.

Target: Course Content T1

Complete development of all course content for Airport/Aerodrome Inspection course and materials to include: student and instructor guides, materials for activities, and any multi-media materials.

Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

Initiative: Robotic Process Automation (RPA)

Enable FAA to leverage automation capabilities to replace manual tasks.

Activity: Robotic Process Automation (RPA) Shared Service Model Framework

Establish a shared service model framework to mature FAA's RPA hosting capabilities.

Target: Develop Robotic Process Automation (RPA) Cost Model and Service Agreements - T1

Establish a cost model to provide transparent cost information to business partners for RPA hosting services. Cost information will be provided to business partners in an RPA hosting service agreement that outlines the services and support received from ADE. Present cost model and service agreement to ADE-1.

Target: Develop a Plan for Next Robotic Process Automation (RPA) Challenge - T2

Develop a plan to establish the next RPA Challenge that incorporates lessons learned from the previous challenge. Brief plan to ADE-1.

Target: Initiate Next Robotic Process Automation (RPA) Challenge - T3

Initiate next round of RPA Challenge in accordance with the approved plan from Target 2.

Initiative: Major System Investments

Monitor the implementation of consistent program and baseline management standard practices to keep programs within a 10% variance of their cost, schedule and performance baseline.

Activity: Major System Investments Performance Monitoring

Major System Investment programs will implement consistent program and baseline management standard practices to remain within a 10% variance of their cost, schedule and performance baseline.

Target: Major System Investments Performance

90% of major baselined acquisition programs must be maintained within a 10% variance of their current cost, schedule and performance baseline as of the end of fiscal year 2022.

Activity: Critical Acquisition Milestones on Schedule Monitoring

90% of the critical acquisition milestones are achieved by their scheduled due dates.

Target: Critical Acquisition Milestones on Schedule

90% of the critical acquisition milestones are achieved by their scheduled due dates.

Initiative: Enhance Workforce Planning

Improve centralized workforce planning by developing and applying policies, objectives, standards, and models to validate staffing requirements and provide workload assessments that support efficient operation.

Activity: Air Traffic Controller Workforce Plan

Lead in the development of the Air Traffic Controller Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

Target: Air Traffic Controller Workforce Plan Document

Complete updates to the Air Traffic Controller Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the President's budget submission.

Target: Air Traffic Controller Staffing Monthly Tracking

Update the attrition forecast monthly. Monitor hiring, losses, overtime, time on-position, trainee ratios, etc. by facility

Activity: AVS Workforce Plan

Support the development of the Aviation Safety Workforce Plan to advance FAA's mission and meet external stakeholder requirements.

Target: AVS Workforce Plan Document

Complete updates to the Aviation Safety (AVS) Workforce Plan, and prepare for the FAA Administrator's signature, no later than 60 days after the President's budget submission.

Target: AVS Staffing Monthly Tracking

Update the attrition forecast monthly. Monitor hiring, losses, overtime, and other key indicators by work group.

Activity: Labor Cost Analysis

Provide labor cost analysis in support of term negotiations.

Target: Labor Negotiation Support

Perform labor cost analyses, forecasting, and monitoring to support ongoing labor negotiation for FAA.

Target: Labor Cost Analysis Support

Perform labor cost modeling and analysis to support new and ongoing FAA business case, policy, and budget-related initiatives.

Initiative: Unmodified Audit Opinion

Obtain an unmodified audit opinion on the FAA's FY 2022 financial statements identified by external independent auditors.

Activity: Unmodified Audit Opinion

Obtain an unmodified audit opinion on the FAA's FY 2022 financial statements identified by external independent auditors.

Target: Obtain Unmodified Audit

Obtain an unmodified audit opinion on the FAA's FY 2022 financial statements identified by external independent auditors.

Activity: Capitalization of Assets

Ensure timely capitalization of agency assets.

Target: Capitalization Assets Timely

Capitalize new assets within 65 days of being placed in service 93% of the time. Provide quarterly reports within one month after each quarter ends (i.e., January 31, April 30, July 31, and draft End of Year report on September 30).

Target: Timely Process Capitalization Packages

90% of the time, support the timely and accurate processing of FAA's capitalization packages within 30 days.

Initiative: Cost Control Program

Implement line of business-specific as well as agency-wide cost efficiency and strategic initiatives to reduce costs or improve productivity. Achieve documented cost savings and cost avoidance in FY 2022.

Activity: Corporate Leadership for Cost Efficiency Activities

ABA will lead an agency-wide initiative to control and reduce the cost of operations.

Target: FY2022 End of Year Cost Savings

Achieve 90% of the projected cost savings and cost avoidance of \$79.93 Million in FY 2022. Target: \$71.94 Million.

Target: SAVES FY 2022 Target

Achieve the FY 2022 FAA Cost Control Target for SAVES established collaboratively between SAVES and the FAA Chief Financial Officer (CFO).

Target: National Wireless Program Cost Avoidance Target

The Enterprise Services Center will achieve \$2.5 million in documented National Wireless Program cost avoidance in FY 2022.

Target: Virtualization of the Air Traffic Basics (ATB) Course Cost Control FY2022 Target

AMA will achieve a cost avoidance of \$1.2 Million in FY2022.

Initiative: Productivity and Financial Metrics

Each FAA organization will develop, track, and report quarterly on a comprehensive measure of its operating efficiency or financial performance. These measures will include ATO cost per operation, overhead rates, and cost per accounting transaction.

Activity: Corporate Leadership for Efficiency Activities

As the agency lead for all cost control/efficiency efforts, ABA will provide leadership and guidance in the development of efficiency and financial metrics that can be used to track the efficiency and financial performance of each organization within the agency.

Target: FY 2022 Efficiency Measure Initiative

Initiate FY 2023 efficiency program.

Activity: FY 2022 Quarterly Data Consolidated and Reporting

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

Target: FY2022 Quarterly Data Review and Validation

Review and validate proposed efficiency measures, making a determination as to the suitability for the Productivity and Financial Metrics program within 45 business days of receipt by ABA.

Initiative: Driving Federal Shared Services

This initiative reflects integration efforts under way in the Mike Monroney Aeronautical Center (AMC) and the Enterprise Services Center (ESC) to improve delivery and compliance of federal shared services including integrated financial and procurement systems, financial and travel services, information technology and security, print/media, and cellular devices. As a designated Shared Service Provider, ESC will continue to work with partners to streamline, standardize and automate processes across government, and consolidate/retire legacy systems to reduce the cost of administrative services and give back to partner core missions. Similarly, AMC will work toward driving overall improvement in delivery of shared services to all customers in all AMC functions.

Activity: Enterprise Services Center Successful Audit Opinions

As a shared service provider, the Enterprise Services Center is required to provide its user organizations with an independent audit report on the design and effectiveness of its internal controls. The annual audit is performed in accordance with the American Institute of Certified Public Accountants' Statement on Standards for Attestation Engagements Number 18 (SSAE 18), Reporting on Controls at Service Organizations. This audit tests the service organization controls ESC has in place over Delphi, as well as other critical financial management systems (i.e. ESC PRISM). In order to provide assurance to their customers, the ESC must maintain proper controls and obtain successful audit opinions.

Target: ESC Audit Opinions - SSAE/SOC T1

The Enterprise Services Center will obtain a successful audit opinion, with no unmitigated or failed controls, on the Standards for Attestation Engagement (SSAE18) Service Organization Control (SOC1) audit.

Activity: Enterprise Services Center Targeted Cost Savings

The Enterprise Services Center will implement cost/pricing baselines and processes that can be used to drive savings and encourage fiduciary behaviors that recognize cost-effective results for FY21.

In the area of Maintenance and Operations, The Enterprise Services Center will reduce cost while maintaining Customer Agreement Service Level Targets.

Target: ESC Cost Savings/Avoidance MMAC 125 by 2025 contribution T1

The Enterprise Services Center will establish cost savings initiatives and cost avoidance targets that will result in a \$2M accumulated cost savings in FY22 that contributes to the MMAC \$125M by 2025 overall Cost Savings Goal.

Activity: Robotic Process Automation (RPA)

Robotic Process Automation is the technology that allows for the configuration of computer software, or a “robot” to emulate and integrate the actions of a human interacting within digital systems to execute a business process. The Enterprise Services Center is working toward creating RPA applications in our financial system by building a collection of automated processes in an effort to reduce manual repetitive tasks, reduce errors, and increase productivity; thereby, allowing employees to perform higher-value work.

Target: RPA Automations T1

Release a minimum of 10 Robotic Process Automation Automations to production.

Activity: ESC Financial Data Virtualization

Denodo is our solution for Enterprise Data Delivery and will allow customers to receive data directly from the Financial System, source data. ESC Customers will be able to use this information to perform data analytics with the tool of their preference in support of their specific requirements for data analytics. Our Data Analytics solution allows ESC Customers to integrate financial data with other system information for executive level decision making through improving pattern and trend recognition. The completion of this project is one part of ESC's initiative to retire Discoverer and the capability will be cross cutting within FAA and all ESC Customers interested in utilizing this capability.

Target: Data Virtualization Road Map

Develop a roadmap for Implementation of a data virtualization tool for ESC Financial System Customers.

Initiative: Academy Training Solutions

The FAA Academy will establish a corporate solutions strategy to provide the best possible training solutions to all government agencies, including development of instructor skills, creation of virtual training community of practice, and strategic communication approach.

Activity: Create Classrooms of the Future

Provide a virtual classroom model that will accommodate multiple delivery options. By standardizing and integrating various digital platforms across the Academy, we can merge our training environments into a fully interactive hybrid learning space. Students will be able to move seamlessly between our digital in-person classrooms and remote self-study environments, between hands-on training to mobile virtualized simulations, without having to deal with the technology challenges one may encounter when moving between isolated platforms.

Target: Virtual Classroom

Design and create a prototype for a Hybrid Classroom.

Initiative: AFN Employee Communications

The AFN Strategic Communications Team is committed to informing employees of important information, news, features, and other content that highlights the accomplishments of AFN's mission.

Activity: AFN Monthly Newsletter

Reach, engage, and inform all of AFN with the publication of the AFN monthly newsletter. The newsletter will convey important AFN updates, personal interest stories about AFN employees, featured news and other items of interest to employees.

Target: Timely Publication T1

Ensure the publication of the AFN Monthly Newsletter, except in the case of a government shutdown or furlough.

Target: Newsletter Metric Goal T2

For FY22, the Strategic Communications Team will test innovative strategies for increasing engagement. The yearly average unique click-through rate for the AFN Newsletter will be no less than 10%, with the stretch goal of 12.1%.

Initiative: Communications Support Initiative

The AFN Strategic Communications group will provide communications support with broad awareness messaging to enhance the visibility of AFN efforts.

Activity: Communications Support Activity

The AFN Strategic Communications Team will promote AFN priorities, including agency situational needs, RPA, EIM, FedView, awards programs and other initiatives with broad awareness messaging through newsletter articles, webpage updates, direct emails and other collateral and communications channels to enhance the visibility of these AFN efforts.

Target: Deliverables Metric T1

The AFN Strategic Communications Team will support AFN priorities by creating or collaborating on at least three communications deliverables per month.

Target: Communications Support T2

The AFN Strategic Communications will provide communications support in the form of scripts, blast emails, graphics, remarks, letters, promotional materials and speeches.

Activity: Website Support and Maintenance

Provide website support and maintenance.

Target: AFN Web Liaison Updates T1

Update the RPA, EIM, and FOIA websites after receiving web-ready content.

Target: Validate AFN Content T2

Annually, validate that 90% of AFN's faa.gov web content is reviewed and current.

Target: AFN ACSI T3

Remediate any AFN ACSI (American Customer Satisfaction Index) customer feedback on FAA.gov pages and provide AOC the actionable steps taken on iterative improvements.

Target: 508 Compliance Rates T4

Ensure that AFN's website exceeds DOT's Section 508 compliance rates.

Initiative: FAA FOIA Program

Ensure FOIA requests from the general public are processed within statutory timeframes and improve management of FOIA program.

Activity: Processing FOIA Request with Statutory Timeframes

Manage the FAA FOIA Program in accordance with FOIA Improvement Act of 2016 and ensure FOIA requests from the general public are processed within statutory time frames.

Target: On-Time Processing T1

Ensure FOIA requests from the general public are processed within statutory time frames by maintaining an agency on-time response rate for initial FOIA requests of 75% or higher.

Activity: FOIA Backlog Reduction

Per the Open Government Directive, each agency with a significant pending backlog of outstanding Freedom of Information requests shall take steps to reduce any such backlog by ten percent each year. The FAA objective is not to just reduce the backlog, but to maintain the targeted reduction over the course of the fiscal year.

Target: Reduce FAA FOIA Backlog T1

Sustain a true 10% reduction, thus maintaining the reduction over the course of the fiscal year. Reduce FAA FOIA backlog not to exceed a total count of 620 from overdue backlog levels of 688 as of October 1, 2021.

Target: AFN - Reduce FAA FOIA Backlog T2

Reduce AFN FOIA overdue backlog (level as of October 1, 2021) by 10% and sustain a 10% reduction on new overdue requests throughout FY2022.

Activity: 10 Oldest Pending FAA FOIA Requests Activity

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.

Target: 10 Oldest Pending FAA FOIA Requests T1

Close 50% of the FAA's 10 Oldest Initial FOIA Requests reported to the Department of Justice as of October 1, 2021.

Initiative: Regulation and Certification Infrastructure for System Safety (RCISS)

Regulation and Certification Infrastructure for System Safety (RCISS) is an identified program tracked by Financial Services (ABA) with FY22 Capital Investment Plan (CIP) milestones.

Activity: Safety Workforce Device Deployment

Regulation and Certification Infrastructure for System Safety (RCISS) has FY22 Capital Investment Plan (CIP) milestones that must be met according to the Financial Services (ABA) goal to meet 90% of approved milestones.

Target: Safety Workforce Equipment

Deploy 15% of Safety Critical Workforce Equipment.

Activity: RCISS Sustainment 4 Joint Resources Council (JRC) Final Investment Decision (FID)

RCISS Sustainment 4 is a proposed Capital Investment Program with a target of Quarter 1 (Q1), Calendar Year (CY) 2022 Joint Resources Council (JRC) Final Investment Decision (FID) Point tracked in the Mission Support Enterprise Architecture Roadmap.

Target: Obtain RCISS Sustainment 4 JRC FID approval in accordance with Mission Support Enterprise Architecture Roadmap - T1

Obtain RCISS Sustainment 4 JRC FID Decision Point.

Initiative: Enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with Trusted Internet Connection (TIC) 3.0.

Partner with the Information Security & Privacy Service (AIS) and the Solution Delivery Service (ADE) to enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with TIC 3.0 in support of the Enhanced System Wide Information Management (SWIM) Cloud Services (ESCS) and the Aerospace Medicine Safety Information System (AMSIS).

Activity: Enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with Trusted Internet Connection (TIC) 3.0.

Partner with AIS and ADE to enhance FCS to leverage native Cloud Service Provider (CSP) internet access in accordance with TIC 3.0 in support of Enhanced Swim Cloud Service (ESCS) and Aerospace Medicine Safety Information System (AMSIS).

Target: Establish and authorize TIC 3.0 capability - T1

Build (AIF & ADE), assess & authorize (AIF & AIS), operate and maintain (AIF) a TIC 3.0 capability in the FCS AWS FISMA High GovCloud environment.

Initiative: AEM Key Operational and Project Management Activities

This initiative represents key activities and projects performed by AEM which are not clearly aligned under other AEM Initiatives and serves as a repository for the Critical Acquisition Milestone projects for FY22.

Activity: FY22 Critical Acquisition Milestones

This serves as the repository of candidates for FY22 Critical Acquisition Milestones.

Target: ASKME E1: CEAXU Reporting / Dashboard Development - T1

As part of Aviation Safety Knowledge Management Environment, Enhancement 1 (ASKME E1), complete the Agile development of the Reporting and Dashboard Feature in the Compliance and Enforcement Actions External User Interface (CEAXU) application to be ready for development test and evaluation (DT&E).

Target: FAA DroneZone Features and Enhancements – T2

Develop features and enhancements related to the certification of waiver or authorization (COA), mapping of Flight Operations Area or Plans, reporting related to user, incident or accidents, or data migration of historical authorizations.

Initiative: Data Access and Management

Integrate data analysis across FAA to drive safety and efficiency mission. Make data easy to access, understand and use. Make tools and training available across a broad spectrum of use cases to speed up adoption of advanced analytics to derive business insights.

Activity: Improve access to, and quality of, FAA data assets.

Formalize data stewardship and data standards within the FAA. In alignment with principles and practices outlined in Office of Management & Budget (OMB) M-19-18, and under the guidance of the Enterprise Information Management (EIM) Steering Committee, collaborate with data stewardship communities of practice (SCoP) and other FAA stakeholders to adopt best practices in data management and access.

Target: Community Management/Data Quality

Create and rollout metadata management, data cataloging plan with communities in alignment with Data Champion Action Plans (includes metadata standards & an implementation strategy, guidance on how programs can implement this).

Activity: Data Access & Digital Transformation - Big Data

Improving FAA data infrastructure, technical and staff capabilities is crucial to supporting key strategic initiatives. Big data and advanced analytics can support all Line of Business (LOB) and Staff Office (SO) initiatives.

Target: Advanced Analytics & Data Integration

Use the Enterprise Information Management (EIM) platform for at least two use cases involving advanced analytics by completing data integrations that support the safety, operational excellence and global leadership mission.

Target: FAA Data Strategy and Action Plans

The diverse mission space of FAA offices demands that LOB and SO develop and own data action plans to drive continuous improvement in alignment with their mission, and in support of the data strategy. Data Champions within LOBs and SOs serve a critical role in leading the effort of building the plan and promoting alignment. Data Champions within LOBs and SOs will lead the effort of building a data plan through collaboration across their organization. Must complete 3 plans.

Initiative: Deployment of Windows 10 (Win10)

Continue Windows 10 deployment to AIT managed clients in order to meet security concerns that computers on the FAA network are secure and at the latest FAA supported operating system. Once they are on Windows 10 they must also continue to be perpetually updated to the latest FAA supported Windows 10 feature update.

Activity: Deployment of Windows 10

Continue Windows 10 deployment to AIT managed clients in order to meet security concerns that computers on the FAA network are secure and at the latest FAA supported operating system. Once they are on Windows 10 they must also continue to be perpetually updated to the latest FAA supported Windows 10 feature update.

Initiative: Zero Trust

Pursuant to Executive Order 14028, Improving the Nation's Cybersecurity, develop a plan to implement Zero Trust Architecture. Incorporate, as appropriate, the migration steps that the National Institute of Standards and Technology (NIST) within the Department of Commerce has outlined in standards and guidance.

Activity: Zero Trust Implementation

The FAA's Zero Trust implementation plan is initially focused on addressing the most critical areas within the Agency's ecosystem, allowing for an iterative expansion that is cost-effective and non-disruptive.

Target: Zero Trust Implementation Plan

Leverage the Concept of Operations to develop a draft Zero Trust implementation plan. Brief the FAA CIO and the Cybersecurity Steering Committee (CSC).

Initiative: Operationalize Microsoft Office 365 (O365) and Enhanced Security Implementation

Enabling and enhancing the user experience, as well as securing the enterprise, are strategic goals of the Office of Information & Technology (AIT). Additional security capabilities offered as part of the Microsoft O365 G5 suite will be deployed for a more robust cadre of capabilities to monitor, detect and analyze adversarial activities and improve the user experience.

Activity: Microsoft Office 365 G5 Security Implementation

Deploy Microsoft O365 G5 Security features to FAA endpoint devices that enable increased visibility and access to extended security features and logs as well as e-mail security.

Target: Microsoft O365 G5 Security Implementation Schedule - T1

Develop the schedule to implement the five Microsoft O365 G5 cybersecurity capabilities in the FAA.

Target: Microsoft O365 G5 Security Implementation - T2

Implement Microsoft Defender for Endpoint and Server.

Target: Microsoft O365 G5 Security Implementation Schedule (Non-AIT Devices) - T3

Implement a second G5 cybersecurity capability.